

Case Study

Organisational
Development Review



Harrier
HUMAN CAPITAL

BACKGROUND

The client is a privately owned building company providing a range of residential and commercial design and construction services. The business had evolved to the point where the owners, led by the Managing Director, were looking to take the organisation, in terms of capability and performance, to the next level.

THE CLIENT CHALLENGE

While the company was acknowledged as a market leader in its industry sector, the organisational structure and leadership capability was not seen by the owners as optimal to support future growth.

HARRIER'S SOLUTION

Harrier was commissioned to deliver an organisational development review, which would result in a redesigned company structure, focusing on management competency and capability to position the business to achieve its future growth strategy and targets.

Harrier's solution is captured in the figure below.

OUTCOMES DELIVERED

The organisational development review delivered:

- The development and deployment of a new organisational strategy
- The establishment of an executive committee to drive governance, accountability, communication and teamwork
- Alignment of management behaviour to strategic objectives, and the removal of conflicts of interest across functional groups
- The review and redesign of compensation and remuneration schemes to be more aligned to strategic objectives
- A structure that could easily support a multi-brand strategy as the company grew
- A competency and performance management framework that resulted in:
- A streamlined management information (MI) suite to drive organisational strategy and management behaviours leading to improved accountability for business outcomes
- Improved profits through increased sales, and a focus on cost reduction and margin control.

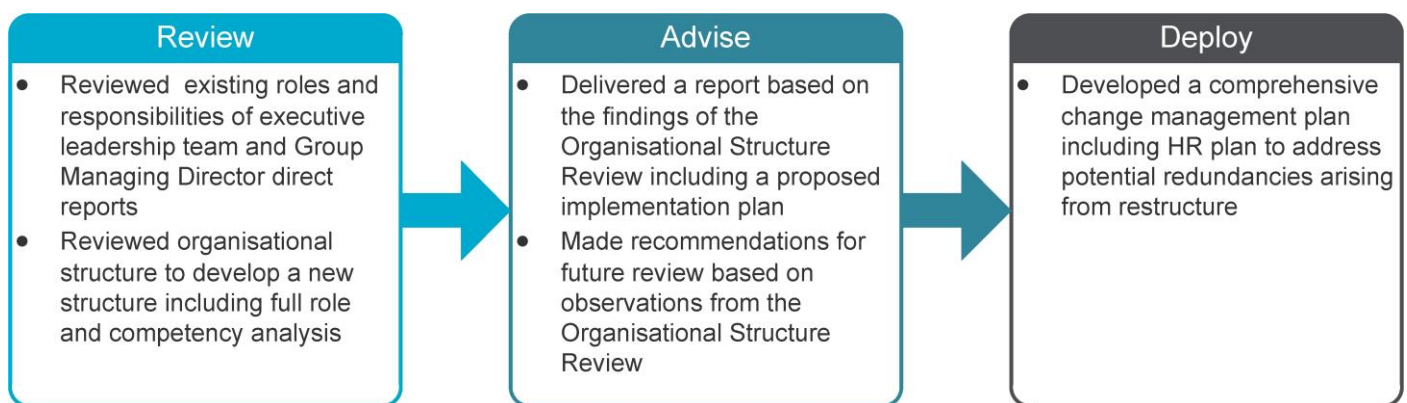


Figure 1: Harrier's Solution

